

## **“Path to Pride”**

### **Randolph County School System**

(Approved by Randolph County Board of Education on 9/16/13)

#### **Strategic Directive #1---Implement an instructional program that results in academic growth for all students at all levels of student achievement while also working to close/eliminate the achievement gaps**

##### ***Action Steps:***

1. Implement professional learning teams (PLT’s) at all levels of the school system (central service level and school level) to consistently review and utilize data in decision-making
  - a) Require every staff member to actively participate in at least one PLT per school year
  - b) Require every PLT to meet on a regular basis, but no less than once per month
  - c) Require each PLT to establish a minimum of three (3) goals to address, with at least one (1) being related to the academic performance of the school system
2. Implement at least one initiative focused on improving students’ literacy for grades K-12 across all content areas
  - a) Assess current status of literacy efforts in the school system and search for models of excellence already in place
  - b) Implement a plan for the elementary school level
  - c) Implement a plan for the middle school level
  - d) Implement a plan for the high school level
3. Monitor the effectiveness of the school system’s implementation of the Common Core
  - a) Use formative assessments to determine students’ understanding of the curriculum
  - b) Identify areas of weakness in student performance with reviews of formative and summative data
  - c) Survey teachers at the middle of the school year and end of the school year to identify areas in need of additional support to improve instruction and align professional development to support learning and teaching

#### **Strategic Directive #2---Use all school system financial resources in a fiscally-responsible manner at all times**

##### ***Action Steps:***

1. Require all budget managers at the school level and central service level to know and adhere to board policies that govern the use of school system financial resources
  - a) Require budget managers to use the correct method of purchasing aligned with designated dollar amounts
  - b) Require budget managers to attend and complete a budget manager training on an annual basis

- c) Require budget managers to use the bid process in a manner consistent with board policy
- 2. Monitor the use of the school system's budget throughout the school year
  - a) Provide a quarterly update on the current year's budget to the School Board as an information item at a board meeting
  - b) Determine salary increases or decreases (cumulative for the school system) for consecutive years (i.e., compare 2013-2014 school year to 2012-2013 school year)
  - c) Identify budgets not used on an annual basis, at the school level and central service level, to identify areas of adjustment, in terms of re-allocation and reductions for schools/departments, for future school years

**Strategic Directive #3---Hire, organize, retain, and develop a high-performing staff in all areas of the school system**

***Action Steps:***

1. Fill each vacancy with individuals who are the "best fit" and hold the appropriate credentials
  - a) Determine the percentage of teacher positions held by "highly qualified" and "fully certified" teachers
  - b) Review data from the "Teacher Working Conditions (TWC)" survey every other year and an additional local survey for in-between year to identify areas of strength or concern
  - c) Host student teachers as a means of recruitment
  - d) Host administrative interns as a means of recruitment
  - e) Attend job fairs as a means of recruitment
  - f) Host an assistant principal interview day in the Fall and Spring as a means of recruitment (for in-system and out-of-system candidates)
  - g) Host a principal interview day in the Fall and Spring as a means of recruitment (for in-system and out-of-system candidates)
  - h) Work with a college/university to establish an administrative cohort program
2. Establish an annual professional development plan
  - a) Align professional development with curricular needs
  - b) Schedule professional development that promotes positive student behavior across the total school environment
  - c) Encourage teachers' pursuit of National Board Certification
  - d) Encourage staff members' pursuit of continuing education opportunities/advanced degrees/additional certifications
3. Implement evaluation systems effectively for all position types data to determine performance level of staff members
  - a) Review data to determine staff members with inappropriate performances
  - b) Take appropriate personnel action in response to evaluation data on an annual basis
4. Improve the vacancy rates per position type throughout the school year

- a) Identify the number of vacancies at each school per position type for non-administrator positions on Day 10 of the school year as well as the beginning of February (the start of the 2<sup>nd</sup> semester)
- b) Identify the number and type of vacancies per division at the central service level on Day 10 of the school year as well as the beginning of February (the start of the 2<sup>nd</sup> semester)

**Strategic Directive #4—Maintain efficient/effective operations throughout the school system**

***Action Steps:***

1. Provide effective transportation/bus service for students
  - a) Recruit/train the appropriate number of bus drivers
  - b) Use classified employees as needed to drive buses/continue to require dual employment qualifications for these individuals
  - c) Monitor fuel usage/maintenance costs for buses on a monthly basis
  - d) Review bus ridership in comparison to bus routes quarterly to identify any needed changes
2. Maintain safe school/work environments throughout the school system
  - a) Implement fire drill procedures
  - b) Implement lockdown procedures
  - c) Conduct safety drills (at school level and central service level)
  - d) Maintain security of outside doors at schools
  - e) Maintain positive relationships with local law enforcement (SRO's, Sheriff, and Police Departments)
3. Monitor facility needs throughout the school system
  - a) Review student enrollment trends per school and school level throughout the school year
  - b) Identify facility needs (with regard to seats and renovations)
4. Implement an effective student assignment processes
  - a) Establish student assignment rules, particularly with regard to transfers and extracurricular activities
  - b) Report net gains of students at each school every other month in relation to transfers, withdrawals, and enrollments
5. Provide balanced non-classroom support for students through the Student Services Department with focus on reducing dropout rates and increasing graduation rates
  - a) Assign dropout prevention/student advocate staff members to schools
  - b) Assign nurses to schools
  - c) Assign social workers to schools

**Strategic Directive #5—Implement an effective public relations program for the school system**

***Action Steps:***

1. Promote/showcase the school system in the media and the community

- a) Reconstruct school system website and school websites
  - b) Maintain accurate information on school system website and school websites
  - c) Search for funding to re-establish the public information officer position
2. Maintain a high level of visibility to community members and school staff members by principals and assistant principals at the school level
  3. Maintain a high level of visibility to community members and school staff members by central service leadership